



DOE/NRC Performance Indicators Technical Exchange Meeting



Agenda DOE/NRC Performance Indicator Technical Exchange

May 03, 2004 8:00 AM - 3:00 PM (PT) 11:00 AM - 6:00 PM (ET)

BSC Room 915 9960 Covington Cross Las Vegas, Nevada

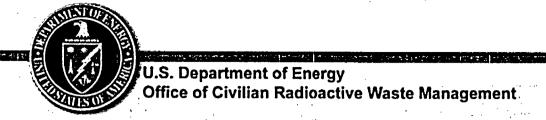
And via Videoconference to:

U. S. Nuclear Regulatory Commission Two White Flint North, Auditorium 11545 Rockville Pike Rockville, MD

CNWRA
Bldg. 189, Conference Room B232
6220 Culebra Road
San Antonio, TX

INTERESTED PARTIES MAY PARTICIPATE VIA TELECON BY CALLING 1-800-638-8081 or 301-231-5539, Passcode 0358#

8:00 AM	Introduction and Opening Remarks	DOE/NRC
8:15 AM	Performance Indicators at YMP - Background	Spence/Sorensen
8:45 AM	Relationship to Industry Programs	Corbet
9:30 AM	Break	All
9:45 AM	Architecture of Performance Indicators	Wagner
10:30 AM	Example of Specific Performance Indicators	Cereghino
11:45 AM	Lunch	All
1:00 PM	Example of Specific Performance Indicators (con't.)	Carmichael/ Wagner/ Grant
2:30 PM	Public Comments	Public
2:45 PM	Closing Remarks	NRC
3:00 PM	Adjourn	All





Performance Indicator Overview

Presented to:

DOE/NRC Performance Indicators Technical Exchange

Presented by:

Richard E. Spence

Director: Office of Reriormance Weasurement and Improvements

Office of Repository Development

Usabepartment of Energy

Dennis Sofensen

Manager Organizational Assurance

Bechtel SAIC Company, Ble

May 3, 2004

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Office of Repository Development

Office of Repository Development J. Russell Dyer, Assistant to the W. John Arthur, III, Deputy Director **Deputy Director on Technical** & Regulatory Programs Kenneth W. Powers, Associate Deputy Director (VACANT), OCRWM Concerns Susan L. Rives, Chief Counsel Allen B. Benson, Communications Robert Lupton, Inter-Governmental Relations Office of License Office of Performance Office of Business Office of Facility Office of Project Application Management and Management & Engineering Support **Operations** and Strategy Improvement Richard L.Craun Kenneth W. Powers, Acting Suzanne P. Mellington Joseph D. Ziegler Richard E. Spence Postclosure and License **Performance Assessment Project Management Contracts Management Environmental Safety Acquisition Division** Team Division Division and Health Division William J. Boyle Harry C. White, Jr. Richard L. Craun, Birdie V. Hamilton-Rav Scott A. Wade Acting Performance Improvement **Regulatory Interactions Business & Financial** Site Management Team Engineering and Strategy Division Services Division Division Richard E. Spence, Acting Division April V. Gil Wayne N. Kozai, James M. Repiogle Vincent F. Iorii



Actina



Performance Indicator System

- Background
 - Got started
 - Comprehensive concept
- Integrated project management tool
 - Accountability and management by exception
 - Efficiency and effectiveness
 - Culture change
- 3 major areas
 - Work execution
 - Mänagement
 - Focus areas





Performance Indicator System

(Continued)

- With over 8 months of history, major cultural changes include:
 - Revised quality assurance (QA) platform
 - Instituted human performance improvement portfolio
- Future and ongoing initiatives:
 - Performance Improvement International (PII) and consultant evaluations, self-assessments, QA audits/evaluations
 - Minimize subjective indicators, near term focus
 - Next project phase work execution to assets





Performance Indicator System

(Continued)

- Balance of Technical Exchange agenda
 - Technical basis and key supporting concepts
 - Architecture
 - Examples







Yucca Mountain Project Performance Indicator System as Designed by Performance Improvement International

Technical Basis and Key Supporting Concepts

NRC Technical Exchange

May 3, 2004

Catherine C. Corbett

Senior Partner, PII



Yucca Mountain Project Performance Indicator System

Begin with the End in Mind Comparison to Best Practice Systems*

(*Identified by Performance Improvement International (PII) in Research and Case Study Projects)

Best Practice Performance Strategies for Management Monitoring Systems



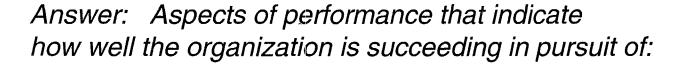
Monitoring systems that drive achievement of Critical Missions and Goals have these elements in common:

- 1) Mission and goal statements for all organizations
- 2) Behavior-based expectations derived from the mission
- 3) Strong accountability system to reinforce expected behaviors
- 4) Work prioritization based on mission-critical functions
- 5) Performance monitoring systems to measure progress

First Question!



What should be measured?





- strategic direction,
- ☐ mission critical functions,
- □ key stakeholder issues, and
- ☐ <u>efficiency</u> and <u>effectiveness</u> of critical support functions

Second Question



How should performance be measured?

- Better balance in Leading, Real-time and Lagging indicators of performance:
 - Leading Indicators: Measure critical inputs to performance outcomes, providing the capability to anticipate or "predict" future performance.
 - Real-time Indicators: Measure behaviors and characteristics of individuals and groups that are known to produce specific outcomes.
 - Lagging Indicators: Measure performance results that have already occurred.

prove speed Third Question



What are examples of these types of measures?

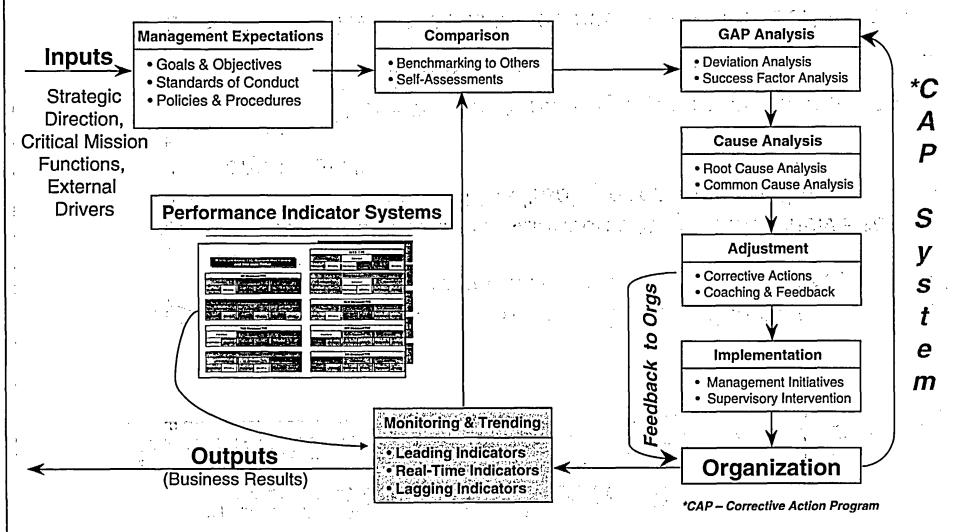
preduce specine outcomes.

• Mgt	<i>⊙Outputs</i>			• Lessons Learned	
Culture • Performance Expectations	• Supervisory Direction • Communication // Information	• Individual & Work Practices	Operational Results Business Plan Result	• Good Practices • Exceeds • Expectations	Strengths
• Training • Quality of:	•Knowledge &Skills	Behaviors	eStrategic Results	• Precursors	Weakness
Programs, Processes & Procedures	.• Rule Compliance / Process Compliance		Notiso good	Low Level Events Significant	Wednie 33
eading	Real-Time Inc	dicators	Lagging Indicate	Events	44

How do they fit together?



In an Integrated Performance Management System



Top 4 Success Factors in Effective Indicator Systems



Performance Indicator System identifies key areas of decline (Cause & Effect Linkage)

40% Indicators are balanced and comprehensive so as to reflect the "real" performance of the organization

23%

Performance monitoring triggers effective actions that do not overburden the organization

Trends identified do not lag real-time performance so much that problems over-run the organization before interventions can be initiated

Typical Success Factors



(Identified by Performance Improvement International (PII) in Key Research Projects)

Effective Performance Indicator Systems

Effective Linkage and Integration with the Management Control Loop

- Indicator are linked with enterprise strategy and values
- Indicators are linked with Personnel Appraisal System
- Clear path from indicator to mission success
- Clear linkage between indicators

Balance and Completeness

- Balance between Leading, Real Time and Lagging
- Balance between Activities
- Balance between organizations
- Counter balance within a measured parameter
- Not too many indicators
- Key areas are .measured
- Clear causal linkage between improving indicator and improving performance

Effective Triggering of Response Actions

- Indicator triggers appropriate actions
- Triggers the right action
- Set-points at the right level
- Actions are clearly specified beforehand
- Actions for improving direction are clearly known

Meaningful Input Data

- Appropriate sample rate or sample size
- Adequate data quality.
- Data management, security & integrity
- Appropriate data smoothing, manipulation, hysterisis etc,

Effective
Presentation and
Communication of
Results

- Clear linkage between indicators, rollups and mission success
- Human factors considered in data presentation
- Clear indications of good/bad, improving/declining
- Effective communication process with management
- Effective communication process with non-management
- Effective communication with stakeholders



Yucca Mountain Performance Indicator System Development Project

The Process for Designing the System

Indicator System Development



Planning Steps

Develop: Project Plan, Schedule, Assmt. Criteria & Process Documents

Select and Prep Team Members and their Management

Assign Team Leads to a Section and Initiate Project Tracking

Assessment Steps

Perform "Mission Critical" Interviews Perform Document Reviews. Conduct Interviews & Observations

Analyze Collected Information Perform Gap Analysis Identify Recommended Pls

Identify Strengths & Weaknesses
Recommend Solutions to
Address Weaknesses

Closeout Steps

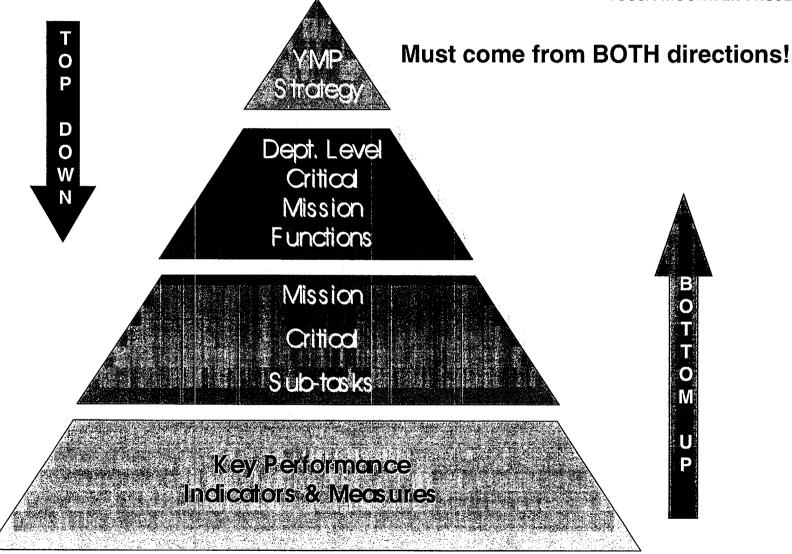
Develop New "Template" for Annunciator Panel

Conduct Final Management Briefings

Develop Final Report and Project Deliverables

Linkage of Mission-Critical Functions





Gathering Critical Information



For example, in one step, interviews were used to collect information important to the functions of the various organizations:



- Interviews were conducted with all mission-critical groups
- Middle managers were interviewed for input
- Supervisor and worker level input was incorporated where necessary to determine indicator inputs and data integrity
- Senior management was interviewed for consistency of missioncritical objectives and supporting functions

Input: Gathering Critical Information

Sample Interview Questions:

- What is the mission of your organization in support of Yucca Mountain Project?
- What are the three or four most critical functions you perform in support of that mission?
- What are the key activities performed and work products produced in support of those functions?
- What do you use as your own management "early warning" notice for problems in your area?



Output: Mission Critical Functions



Example: Licensing Functions

Licensing Functions must be timely, accurate and complete.

Some of the Mission Critical Functions for Licensing are:

- 1. Timely and Accurate License Application Section Development
 - Accuracy and Quality of the License Application Sections Produced
 - Timely completion of the required activities for the License Application Section

2. Effective Licensing Interactions with the NRC

- Develop and maintain a 'positive' regulatory relationship with margin
- 3. Effective Implementation of the Licensing Support Network
 - Timely submittal of records to the Litigation Support Contact
- 4. Effective Management of NRC Commitments
 - Ensure response letters are transmitted on time
 - Ensure commitments are delivered on time
 - Ensure response letters are clear, understandable and complete
 - Develop realistic and achievable commitment dates
- 4. Timely and Efficient Resolution of Key Technical Issues
 - Provide accurate and complete responses to Key Technical Issues
 - Provide timely responses to Key Technical Issues





Yucca Mountain Performance Indicator System Development Project

Development of Indicators in the System

Key Criteria for Developing Effective Indicators



- Linkage and Integration with Mission Critical Functions
- Balance and Completeness within the System
- Triggering of Actions
- Meaningful Input Data
- Communication and Presentation of Results

Evaluating Linkage and Integration



- Evaluated the linkages of each performance indicator to other indicators, using a stream analysis to determine which are resultants and which are drivers
- Evaluated integration of indicators with: enterprise strategy, value statements, balanced scorecard, etc.
- Evaluated integration with personnel performance appraisal system to drive links to individual and group accountability
- Traced a path from any indicator to the ultimate success of the mission

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Linkage & Integration

of Indicators into the Management Monitoring System



Management Drivers (External Requirements & **Internal Policies**)

- **Customer Interactions**
- **Human Safety & Environmental Stewardship**
- Commitment to Quality
- Leadership Covenants
- Conduct & Ethics
- Employee Development
- Diversity -
- Rigor of Operations
 - BSC Six Sigma
- Performance Measures
- Protection of Information
- Issues Management
- **Labor Management**
- Risk Management
- Information Management
- Integrated Subcontract Strategy

Strategic and **Operational Goals**



- Annunciator Panel
- Primary Performance Indicators
- Secondary Performance Indicators

Cross Cutting

Indicators

Focus Areas

Vision & Mission Statements

- Successfully obtain a License
- Responsive Processes
- Effective Processes
- Efficient Processes
- Safety First!
- High Quality
- Continuously Improve through Self- Assessments

Cross Cutting Indicators

*YMP **Project**

Deliverables

Project Deliverables: (Example Attached

- Mission Critical Function Listed by Organization
- Mission Critical Functions to Proposed Indicators
- Management Drivers to Proposed Indicators/Panel
- PII Benchmark Criteria Matrixed to Annunciator Panel
- Organizational Indicators

 External Performance Assessments & Benchmarks ·

 QA Assessments & Audits DOE Performance Assessments

Line Org Self-Assessments Assessments

Organizational & Management Performance Assessments (Internal/External)

Understanding Linkage of Panel Inputs to the System



Mission Critical Functions

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• Management Drivers

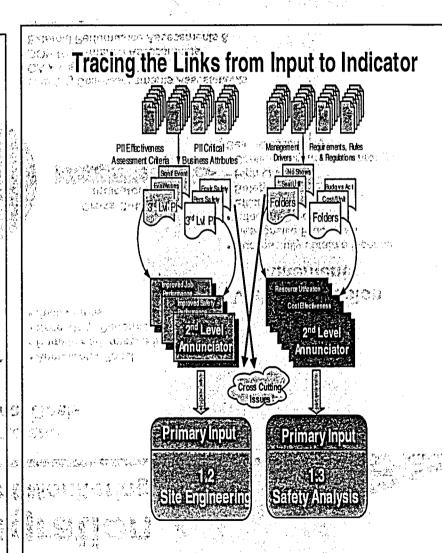
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- PII Benchmark Assessment
 Criteria
- 4-100 Depti: Specific Inputs & Needs
- 5. Management Specific Inputs





YMP Success

Work Execution



Primary

Timely, Accurate and Complete Licensing Activities

Secondary

Timely and Accurate License Application Section Development Effective Licensing Interactions with the NRC Effective Use of the Licensing Support Network

Effective Management of Commitments

Timely and Efficient Resolution of Key Technical Issues

Application progress consistent with schedule

Application Section Quality Ensure that a continuous meeting program is maintained with the NRC

Ensure that licensing interactions with the NRC meet

Timely submittat of records to Litigation Support Contract Ensure response letters are transmitted on time Ensure Commitments are delivered on time Ensure
Response letters
are clear,
understandable
and complete

Develop accurate initial commitment dates Provide accurate and Complete Responses to Key Technical Issues Provide Timely responses to Key Technical Issues

Level 3

Cutting Indicators

Cross (

Variance of Actual Progress compared to schedule Subjective Evaluation

of actual meetings divided by scheduled meetings Subjective judgment of % of successful vincetings

objectives

divided by # scheduled -Databases -- RMS --Unprocessed -E-Malf

of >45 day tate DOE OLAS to NRC letters % late commitments

% of response letters that get an NRC Comment Letter % of commitments having a changed or renegotiated due date % of KTI for which the NRC requests additional information Actual # of submittals compared to scheduled submittals

Strategic Goals	64 3		1.7. X .7.3	X							
Production	X	X	AH OST T	S	х	x	x	x	, , , , , , , , , , , ,	X	7277 X ()
Performance	- ,	-							×		.,
Process/ System ` Health		i jak		١,							
Safety Culture	2 % 341	P							Leading		
Quality	17 - 12 + 11.	Lagging	. 1	Lagging	. 11. 11			Lagging	Lagging	Lagging	
Schedule/ Timeliness	Lagging	Leading	Lagging	Leading	Lagging	Lagging	Lagging		Leading		Lagging
 Personnel Safety			,	,						- 19t - 5	. ,
Efficiency/ Cost		Leading		Landon	Leading	-				:	
Environment								-		<u> </u>	
Public Safety											
Stakeholder Confidence		Leading	Lagging	Lagging		Leading	Leading	Leading	Leading	Leading	Leading

Balance and Completeness



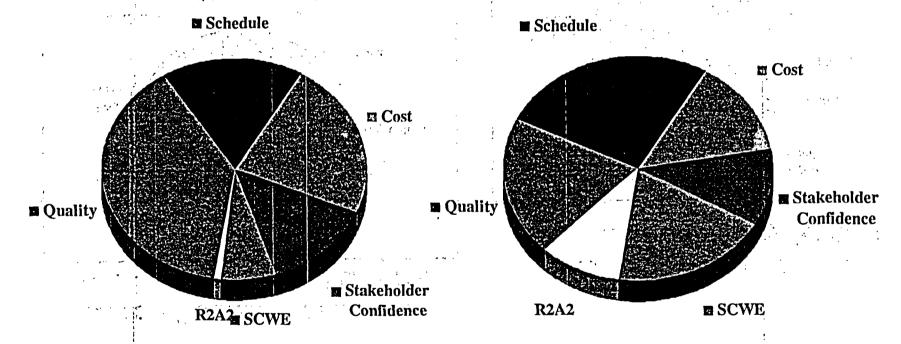
- Evaluate the balance and completeness of the indicator system based on the following:
 - Balance between Leading, Real Time and Lagging indicators
 - Balance between Strategic, Production, Performance and System/ Process Health indicators
 - Balance between organizational entities
 - Completeness of coverage in mission-critical functions and their impact areas
- Evaluate the counter-balancing of indicators to ensure that there are no unintended consequences (i.e. reduction in low level problem reports)
- Test the indicators for causal linkages for success of the mission
- Use Organizational, Programmatic and Management failure modes to assist in determining if the set of indicators is complete

Some Areas Were in Need of Better Balance in Topics



"Before" Balance in Inputs to Cross Cutting Issues

"After" Balance in Inputs to Cross Cutting Issues

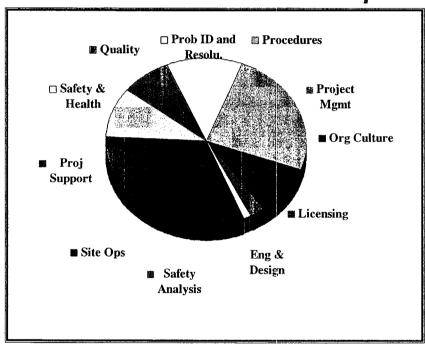


☐ Cost ☐ Stakeholder Confidence ☐ SCWE R2A2 ☐ Quality ☐ Schedule

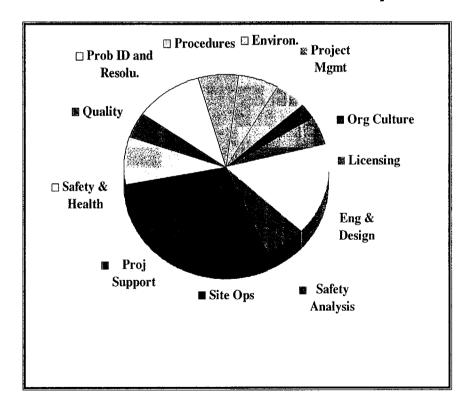
Some Depts. Were in Need of Better Balance Representation



"Before" Balance in Inputs from YMP Functional Groups



"After" Balance in Inputs from YMP Functional Groups



Indicator Data Collection Flowchart Understand the Indicator & its Bucket Determine the inputs for the Indicator and the most likely owner(s) of the data Is the data available to calculate the Indicator? Can the data currently be Are there other similar data retrieved automatically? that can be used? No Yes No Establish a formal process for Determine the cost/benefit of Collect the data and have it reviewed and approved for Annotate on the Data Collection automation: automation: -is there other similar data that Form actions/costs needed to -proceduralized? -embed in computer systems can be automated? develop the data. docs? -what is cost of manual -update tech transfer" retrieval over next 2-3 yrs vs. notebook? cost to automate? -consider lifespan of particular indicator Obtain review and approval, via the budgeting process, to expend resources in the current fiscal year or subsequent years. PII Performance Indicator Presentation - NRC Meeting 5-3-05.ppt

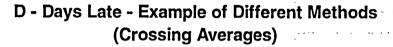
Communication and Presentation of Results

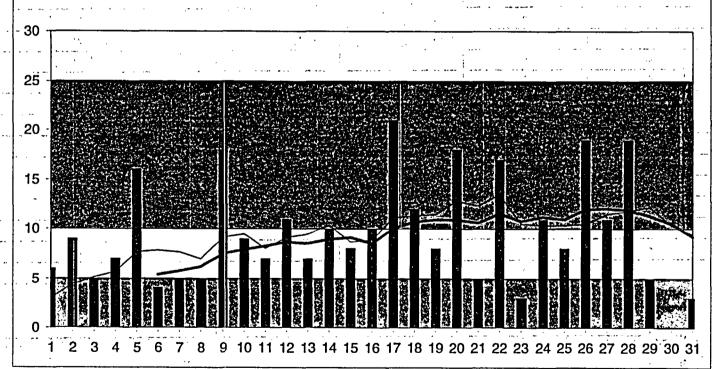


- Evaluate if there is a clear relationship between the individual PIs and the overall performance rollup
- Evaluate if the charts, presentations, annunciators and data are presented in a clear fashion so an outside observer can clearly determine if the performance is good or bad, improving or declining, important or not.
- Evaluate if both management and nonmanagement populations can state the top 3 areas where performance does not meet expectations.

Example Indicator Outputs







Example Indicator Trends

					YUCCA M
	Monthly	6 Month Average	12 month Average	Crossing Average Trend Direction	Numerical Trend Direction
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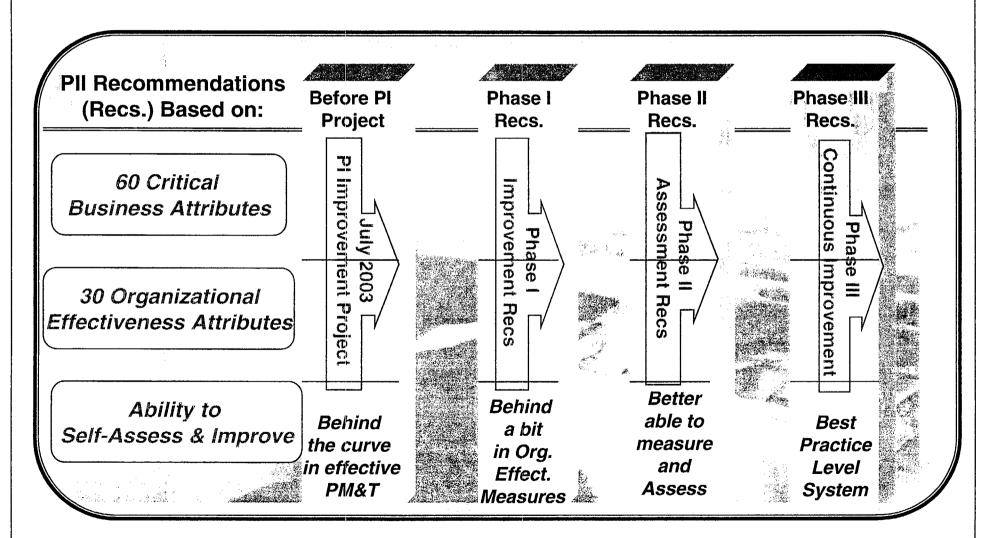


Yucca Mountain Project Performance Indicator System

Key Factors in Implementation of the System

Phased In Approach

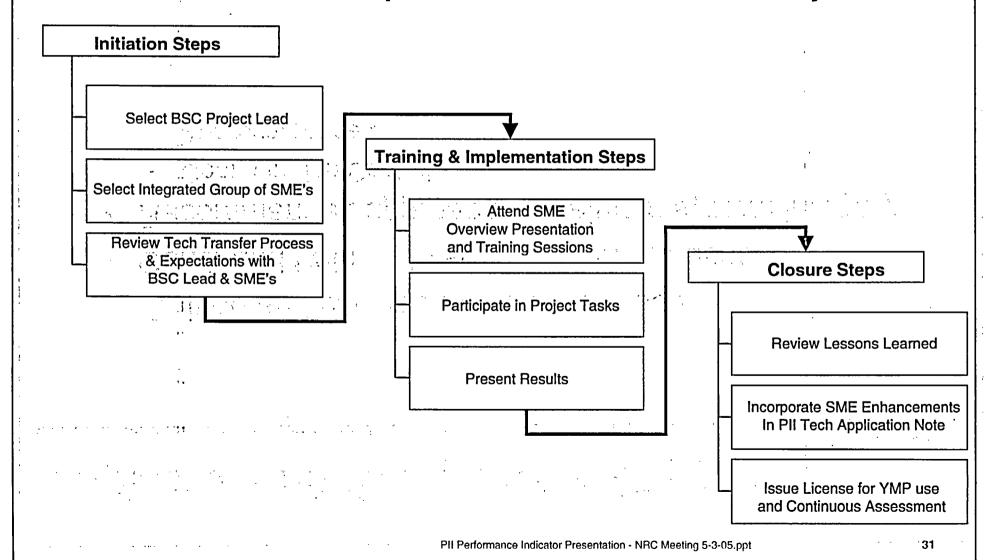




Tech Transfer Process Completed



To ensure continuous improvement & assessment of the system



Implementing Guidelines & Support

- Trained and certified for continued use
- Continued training to support future phases
- Recommended approach to maintain system integrity
 - Configuration Control
 - Approval process

Phased-In Approach: Triggering of Actions



- Evaluate the connection between the PIs and internal and external triggering of actions.
- Ensure there is a clear connection to the management control loop.
- Evaluate if a clear action response exists for both high and low triggers from the PIs
- Evaluate if the trigger points or action bands have been set at realistic and meaningful levels
- Identify several possible "trigger" responses (i.e. Six Sigma Team Project, Tiger Team Project, Root Cause Analysis, etc.)

Phased-In Approach: Example Triggering Worksheet

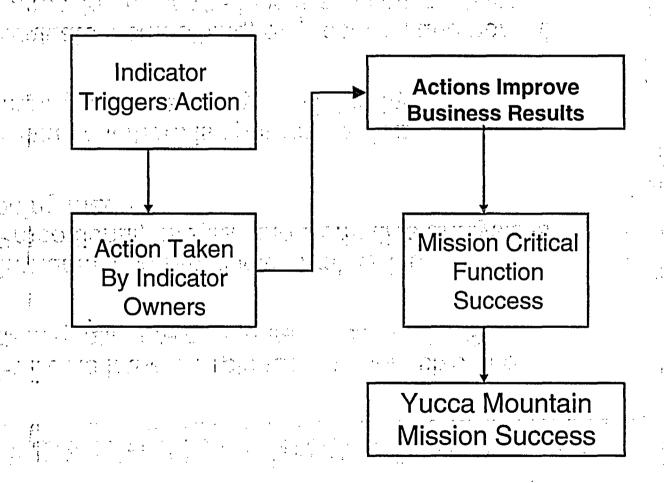


Indicator	Declining performance set-point	Action to be taken on declining set-point	Improving performance set-point	Action to be taken to raise the performance standard

Phased-In Approach: Triggering of Actions



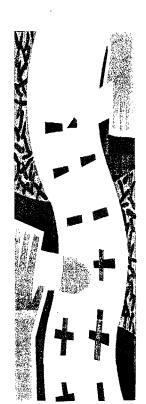
Actions are triggered based on pre-determined response strategy.



Assessment Opportunity: Assure Meaningful Input Data



- Evaluate if the sample rate, sample size and data quality are adequate for use in the PI
- Evaluate if correct choices related to Proportional, Integral and Derivative analysis is being made
- Evaluate if there is appropriate data management, security and integrity
- Evaluate if smoothing, over control, and normal regression or oscillations are accommodated appropriately



Assessment Opportunity: Performance Indicator Quality Checklist

- Is the performance target objectively measurable?
- Is it verifiable and auditable?
- Are there biases, exaggerations, omissions, or errors that are likely to make it inaccurate or misleading?
- Is the indicator resistant to manipulation or perverse behavior?
- Does it identify gaps between current status and the underlying objective?
- Does it provide a CLEAR indication of progress towards the objective?
- Can it be trended to show progress over time?
- Is it benchmark-able (either to others or a baseline measurement?)
- Is it within management's ability to control the outcome?
 (Can management affect a positive change in a short timeframe with specific action?)
- Is the data cost effective to collect?



Summary and Closing Remarks

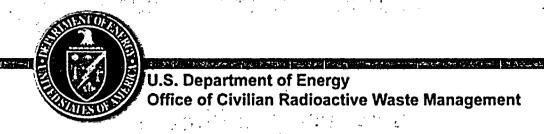
YMP Performance Indicator Improvement Project

Developed by Performance Improvement International

Implementing Guidelines & Support

Continued Support and Configuration Control for the Performance Annunciator System was Designed in at the Start

- Subject matter experts (5) within the YMP organization were trained by PII and worked along side us in development of the indicator system.
- A plan was developed for support from PII during multiple phases of implementation. The plan included orientation training for new SME's and continuous assessment of the system. This year, continuing education was added to the plan so that YMP will be able to perform future assessments of the system.
- A complete technical transfer of system documents was developed by PII
 in support of the project and was given to each SME and the key Project
 leads for YMP.
- A report detailing development of the final "proposed" indicators and a desktop guide replicating the process were provided as deliverables.
- A configuration control process was developed by YMP to ensure that control over changes to the indicators is maintained at an appropriate level.





Presented to:

DOE/NRC Performance Indicators Technical Exchange

Presented by:

Eynthia Wagner

Project Wanager, Organizational Assurance:

Bechiel-SAIC-Company, LLC

May 3,-2004 Las Vegas-Nevada

Performance Indicator System

- Architectural structure
 - Prototype
 - Integrity and fairness of representation
 - Dashboard with diagnostic drill-down capabilities
- Web site
 - Annunciator Panel
 - Training module
 - Governing documents
 - Support/resources





- Performance Indicator System (Continued)
 - Internal controls
 - Centralized change control
 - Formal approval process
 - Predefined rules for "overrides"
 - Limited access to operating components
 - Maintenance/improvement
 - Collaborative agreement between DOE/BSC
 - Feedback from Leadership Council, Management Operating Review, Trending Reports, Corrective Action Program (CAP), Self-Assessments, Lessons Learned, etc.
 - Trained subject matter experts facilitate DOE/BSC line organizations





(Continued)

Architecture

- Drill-down structure
 - Hierarchy of key performance indicators
 - » Primary roll-up metrics
 - » Secondary roll-up metrics
 - » Tertiary roll-up metrics
 - » Base metrics
 - Transparent and reliable results
 - » Base metrics report actual results
 - "Overrides" applied only to secondary metrics





- Architecture (Continued)
 - Communication
 - Standardized 4-point scale: blue, green, yellow, and red
 - Historical performance
 - Performance trends
 - Rolling averages versus monthly data points
 - Management attention flags
 - Graphic representation of data results
 - Analysis and required actions (what, how, why, and when)



- Metric Definition Sheets (MDS)
 - Collaborative development
 - Metric attributes predefined and preapproved
 - » Definition
 - » Performance thresholds and goals
 - » Calculations
 - » Data source
 - » Roll-up families
 - » Weightings





- **Base Metrics**
 - Purpose...
 - Measurement of key performance attributes
 - » Timeliness, quality, or effectiveness
 - Drive specific performance
 - » Thresholds
 - » Weightings
 - Provide the ability to diagnose overall performance
 - Actual performance results
 - » Leading and lagging implications» Supervisor's analysis and required actions





(Continued)

Tertiary Roll-up Metrics

- Purpose
 - Consolidate the "critical many" into the "critical few"
 - Funnel results into balanced sets, or sets of common attributes
 - Normalize results to standardized 4-point scale

» Blue: ≥ 3.5

» Green: < 3.5 ≥ 2.5

y Yellow: < 2.5 ≥ 1.5

» Red: < 1.5

Consolidated analysis and required actions by midlevel management





(Continued)

Secondary Roll-up Metrics

- Purpose
 - Key performance indicators provide overall measure of products and outcomes critical to mission success
 - Aggregate scores from tertiary roll-up metrics or base metrics using the same standardized 4-point scale
 - » "Overrides" occur at this level (i.e., "blue rule")
 - Consolidated analysis and required actions by responsible area managers



(Continued)

Primary Roll-up Metrics

- Purpose
 - Primary performance indicators provide overall measure of the critical products and outcomes necessary for mission success
 - Aggregate scores from secondary metrics to the same standardized 4-point scale
 - High-level consolidated analysis and required actions by responsible area managers



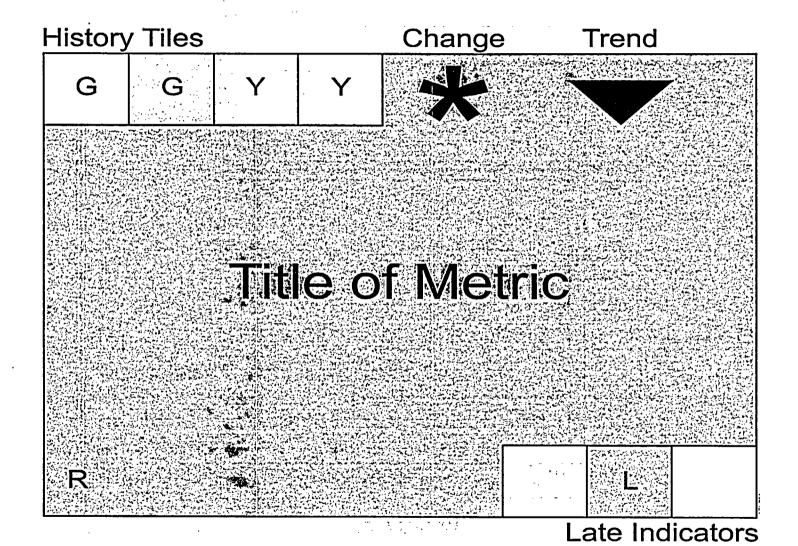
- The Yucca Mountain Project Dashboard
 - Future development
 - Revised Annunciator Panel by January 2005
 - Work execution refocused
 - Management Execution: continuous focus on programs and processes; emphasis on support services for refocused work execution

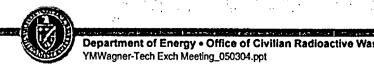


Backup











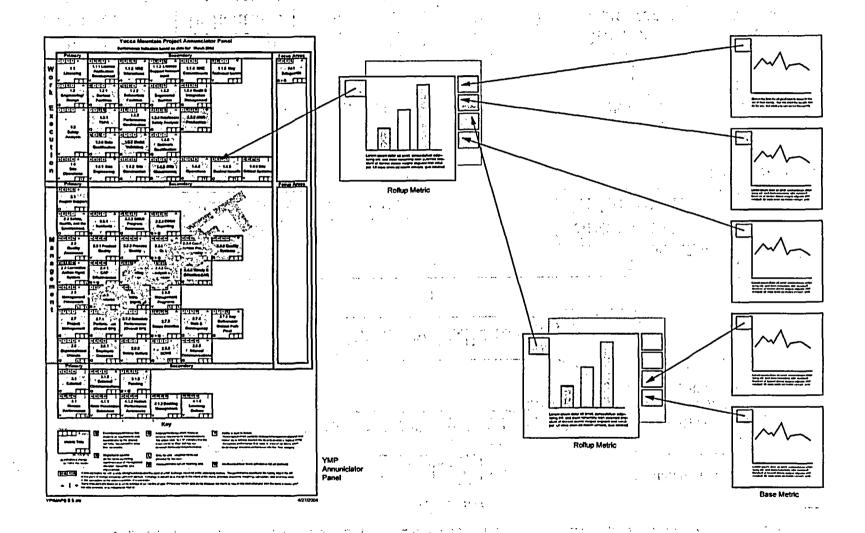
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	!	METRIC DEFINITION SHEET			
	1			Page 1 of 2	
1. Proposed Action:			2. Base Metric	Roll-up Metnc	
New	Revise	Delete			
3. Requester (Print Name):		Organization:	Requested Date:	Effective Date:	
4. Metric Title:		Metric #	Metric File Name: (Leave Blank if New Metric Request)		
5. Metric Definition:					
6. Formula for Calcula	ntion, if applicable (Bas	e Metric);			
7. Source of Data			8. Indicator Set-points: Blue = [Yellow =	Green =	
9. Metric Weight:	if applicable. If this me	etric is a Base Metric, name th	ne Roll-up Metric(s) this one rol	Is-up to. If this metric is a Roll-up	
Metric, name the u	inderlying metrics that	roll-up to this metric or will be	impacted by this change.	•	
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Metric Definition Sheet

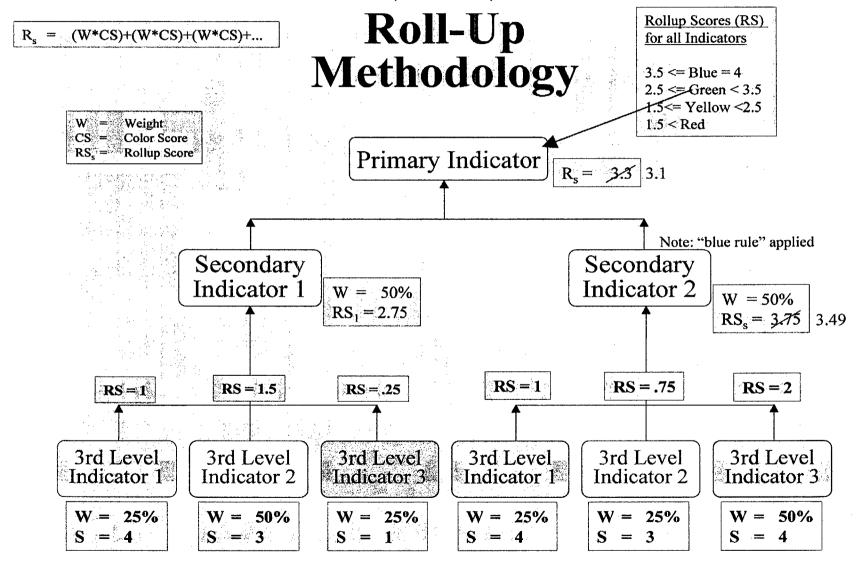
10/08/2003 Rev. 0



















U.S. Department of Energy Office of Civilian Radioactive Waste Management

Examples of Specific Performance Indicators: Licensing, Corrective Action Management Program, Human Performance and Quality Assurance

Presented to:

DOE/NRC Performance Indicators Trechnical Exchange

Presented by

Sieve Celeginio

Michael Cannichael

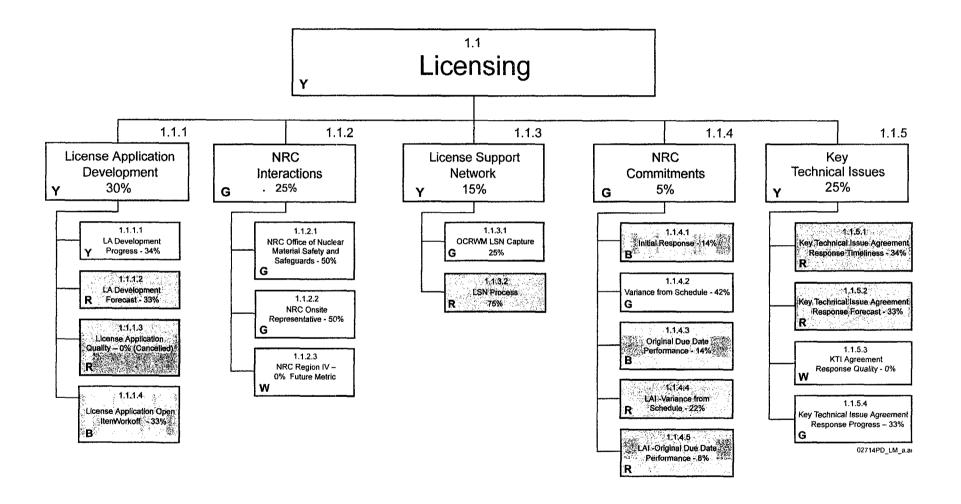
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Gary Grant

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May 3 2004

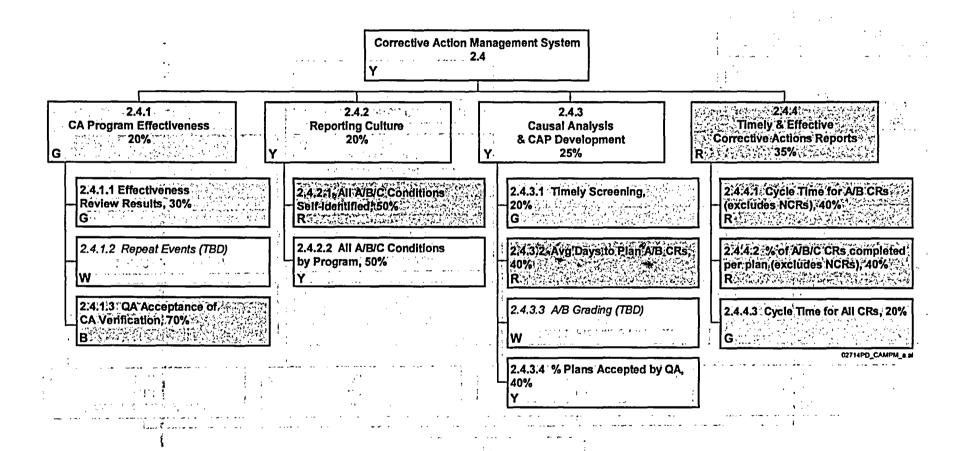
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Presented by: Steve Cereghino



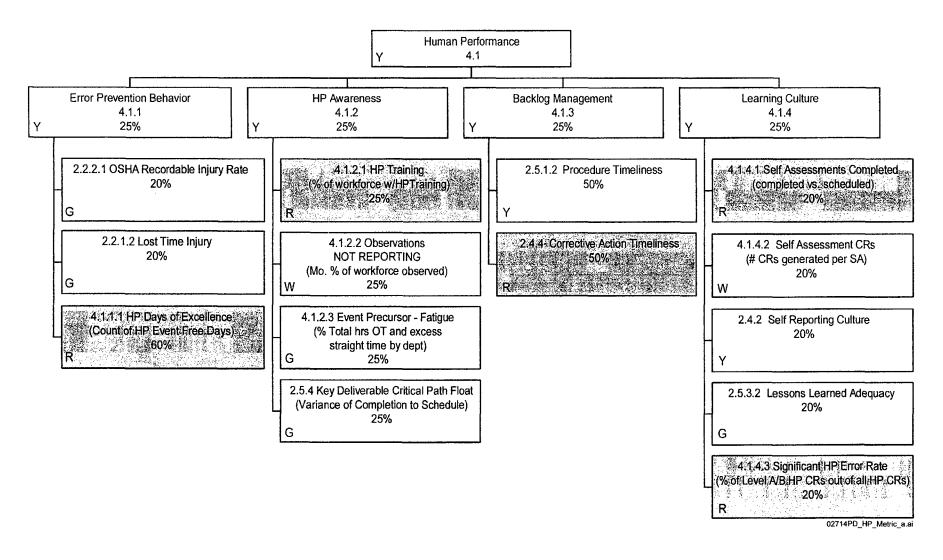




Presented by: Michael Carmichael



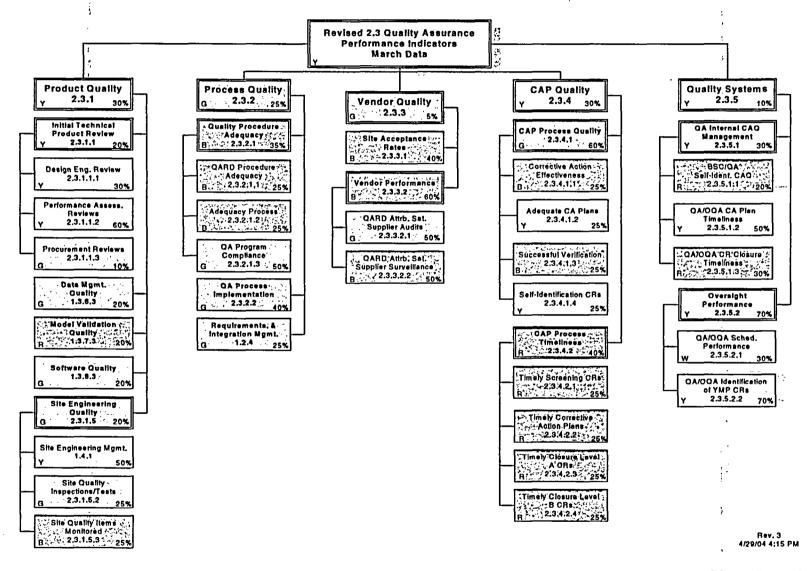




Presented by: Cindy Wagner







Presented by: Gary Grant



